

Corporate Business Process Initiative

Summary Project Management Plan

Scope: Define standard, uniform business processes necessary to support PMBP implementation and consistent management throughout USACE. This will include development of project-level standard operating procedures and roles/responsibilities at the district/lab/center, regional and headquarters level; development of standard accounting structures and definitions; and defining procedures and requirements for upward reporting.

Approach:

Tiered team structure. Focus Team of 11 members, 1 from each MSC, ERDC, TAC/HNC, and HQs, will develop the corporate business process manual. Working Groups in each region, led by the corresponding Focus Team representatives, will ensure broad representation from all functional areas and activities in each region. Working Groups will provide input and feedback to the Focus Team. Executive Steering Committee co-chaired by MG Hunter and MG VanWinkle will provide corporate oversight. Steering Committee members include Mr. Browning, Mr. Caver, Mr. Coakley, Mr. Beranek, Ms. Greenhouse, Mr. Berrios and Ms. Garvin.

Regional Working Groups collect existing business process SOPs from across the Corps. Focus Team gleans the "best" practices from these, and compiles a draft process manual. This effort will also make use of the Business Process Mapping effort currently underway (LMI contract), and the Regional Project Management Business Process (RPMBP) work recently done by SPD.

Product: Baseline corporate business process manual in web-based format, implementation plans for each region.

Phasing:

Phase 1: Process definition for Project Delivery (non-program specific), District/Lab/Centers and Regional Business Centers.

Start: 1 Jun 00 Complete: 15 Dec 00

Phase 2: Definition of Program-specific Project Delivery processes and HQUSACE processes. Work with P2 vendor to assist in developing processes and structure for P2 that support the newly defined corporate business process, including related upward reporting.

Start: 1 Sep 00 Complete: 15 Dec 00

Phase 3: Process definition for Support Services, definitions, supporting tools, background information and references.

Start: 1 Oct 00 Complete: 28 Feb 00

Implementation: develop regional implementation plans for integrating the corporate processes in all USACE activities, complete implementation.

Start: 15 Dec 00 Complete: 15 Jun 01

Maintenance: Transition to the maintenance and continuous improvement process, which will continue indefinitely. A permanent work group should be assigned to take on this effort.

Resources Required:

Focus Team: 1 representative from each Region to participate in team, and 1 HQUSACE team leader. Assume travel to 3 team meetings, approximately 200 hours of effort per team member, full-time 5 month effort for team leader.

Regional Working Groups: effort will vary depending on size and composition of group assembled in each region. Assume approximately 15 members per working group, and approximately 120 hours effort per member, with some travel to regional meetings.

